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The
Quarterly
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The Future of Public Relations

Alvin W. Outcalt 1

Congressmen: Powerful—and Neglected—
Communications Medium

Eugene S. Cowen 5

Bridgeport Brass Tames a White Elephant

Alan Scott 13

Scanning the Professional Journals 18

Is Anybody Reading? The Trend Toward
Visual Vitality

Edward M. Gottshall 20

Book Reviews 30

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AN EDITOR
LOOKS AHEAD . . .

The Future of Public Relations

By ALVIN W. OUTCALT ♦

EVERY profession, every occupation, every industry, and every trade has its distinct characteristics today. Some offer stable employment, some security, some fame, some great financial reward, some an outlet for creative drive.

One word best characterizes public relations today: opportunity.

This opportunity exists for many reasons. For one thing, PR is still in a state of what might be called flux. It is unformalized enough so that any two PR men disagree on a definition of public relations. This is a healthy thing for newcomers to PR; it indicates that the field is so young that it is still trying to find itself, to identify itself, to label itself. Certainly a profession that young offers any beginner a chance to get in on the ground floor.

Another factor influencing the future of public relations (and contributing to the opportunity it offers) is often mentioned as a danger by some PR men: the fact that anyone, with any kind of background and experience, can become a public relations practitioner. This has possible dangers, for it means opportunity as well for less scrupulous people. But it also means that PR can and does draw its workers from various fields—from journalism, from the social sciences, from engineering and advertising, and numerous other fields. This cross-breeding is bound to result, over the years, in a stronger, more versatile, and more effective profession.

These are general reasons why PR has a bright future. There are actually six specific reasons why public relations offers almost unlimited opportunity:

♦ *The managing editor of TIDE magazine, Mr. Outcalt's special interest is the public relations field.*

1. The need for competent PR practitioners will continue to grow; it will accelerate at a rate far faster than in recent years. Business, labor, even politics will require more and more public relations people to advise them on what to do, when to do it—and how to describe what they're doing and why. It's been estimated that American business spent \$50,000,000 on public relations in 1954, and that figure has probably doubled by now. It will probably double again by 1960, which means that within three years, business will be spending close to \$200,000,000 on public relations help and guidance.

2. The public relations profession will expand its ranks to meet the growing demands. Over the next five to ten years, the number of working public relations counselors (excluding those on the fringe of PR) will probably skyrocket from about 50,000 people to more than 150,000.

3. Public relations will become even more of a specialized field—or rather a field of specialists. There are already specialists in such areas as financial PR, government relations, and stockholder relations, and there will be more specialists as the need for them grows. What's more, there will be both vertical and horizontal specialization; we'll find more and more experts developing in the area of reaching specific publics: labor, women, youth groups, the Negro market, and similar publics.

4. Public relations standards will improve. The public relations practitioner will become the respected practitioner he deserves to be. Because of the work of such organizations as the American Public Relations Association and the Public Relations Society of America, the PR practitioner will soon be universally recognized as a member of a valuable and contributing profession.

5. Public relations people will continue to work closer and closer together. Today, there are PR organizations all over the lot. There are two groups for general PR counselors; there are general publicity groups, and industrial publicity groups; and there are separate groups for workers in college PR, financial PR, and similar fields. I'm not suggesting these will eventually be banded together into one group—they probably won't. I am suggesting it would be a good thing for the profession if they were. But at the very least, these separate groups will be working together in closer harmony than in the past.

6. Finally, the future is bright for public relations because the tools which PR men use will continue to improve—and the workers will become more expert with their tools. Television has added a new area of mass

communications to the already existing media, and color television is just over the horizon. The social sciences will contribute more to our knowledge of society, and motivation research will give us clues to why people act and react as they do. These developments can only serve to increase the effectiveness—and the value—of tomorrow's public relations men and women.

Public relations will progress in the same manner that anything else progresses: for every major step forward, there will be a slight step backward.

Major Problems to Solve

Because public relations also has some major problems to overcome. For one thing, the public relations profession must eventually discover its own limits. It must determine where, for its own good, it must stop. It must decide whether it has a moral right to even try to "engineer" consent, and what it has and has not a right to do in influencing public opinion. It must decide, once and for all, to separate itself from lobbying, and to maintain that separation steadfastly.

There are other areas in which public relations is limiting its own opportunities. Not enough public relations leaders are doing their utmost to encourage more colleges and universities to add public relations to their curricula. There is a clear and pitiful lack of adequate training programs for PR beginners in American industry. These two factors mean that thousands of newcomers to PR fail to get the kind of education and training that will prepare them for their jobs.

Let me offer one example of the preparedness with which college graduates come into public relations. About six years ago, the public relations director of a large manufacturing company was interviewing college graduates for an opening as an executive trainee in public relations. The job was considered a "plum" by all of the bright-eyed young men and women competing for it. It offered a great opportunity to learn public relations, and to get the experience with a respected company at surprisingly good pay.

For week after week, that public relations director interviewed one college graduate after another. In all, he talked to about 40 or 50. And while they all showed varying degrees of promise, while they all looked eager and enthusiastic, they all had one major handicap; all but one admitted they'd never taken the trouble to read *even one book* on public relations.

The young man who finally got the job happened, by chance, to be the one who had read at least one book on public relations. And I'm glad he was, because I needed that job!

The PR of Public Relations

Public relations has yet another problem which it must solve before it can take full advantage of its future opportunities. PR has failed miserably to practice what it preaches in one respect: it has not communicated adequately to business and to the public precisely what public relations is, what it does, and how it contributes to our economy and the betterment of mankind.

This has led to unnecessary problems. Too many working PR men today have to devote half their time to their jobs, and the other half to justifying those jobs to top corporate management. And as far as the public is concerned, there is still a sizeable portion of the citizenry who think of a PR man as a cocktail-guzzling, influence-peddling, story-planting, five percenting lobbyist.

Finally, public relations must get its collective mind off the charlatans in PR. There seems to be a preoccupation with "driving the rascals out" of PR, and this pessimism contributes nothing worthwhile to the field. The real opportunity in public relations must not be blighted by over-emphasis on the damage done to PR by the charlatans. Certainly the medical profession would have made slower progress if it dwelled more on ridding itself of quacks than of breeding more Pasteurs. And the legal profession would not have progressed as rapidly if it concentrated more on rooting out the ambulance chasers than on training future Blackstones.

Public relations, in order to realize the great things ahead of it, must take a positive approach. In fact, PR should realize that the few hacks, press agents, and baloney benders in this business will be valuable to public relations in the long run. As Mark Twain said, "Let us be thankful for the fools. But for them, the rest of us could not succeed." ●

IN MEMORIAM

DANIEL M. KOPLIK

*Executive Vice President, American Public Relations Association
Business Manager, pr*

August 16, 1898 — April 26, 1957

Congressmen: Powerful— and Neglected— Communications Medium

By EUGENE S. COWEN ♦

AN experienced administrative assistant to a Member of Congress has a small statuette on his desk. It is the figure of a man, above which a pipe cleaner forms an improvised halo.

"The figure is the Congressman," the assistant explains. "With the halo, it represents the image which most constituents have of what a Congressman should be. We have long since abandoned the hope that we can dissuade people from believing in that fantasy. They just won't."

So the Congressman tries to live up to the image: by attempting to do the very best for his country and his constituency. But doing is not enough. Political graveyards are strewn with the bones of unappreciated legislators. Therefore, he is under constant pressure to tell his story to his constituents. Anyone who helps him communicate more effectively can depend on a Congressman's willing cooperation within the limits of law, ethics, and good taste.

If more public relations practitioners better understood the needs of Congressmen they would be able to utilize this neglected medium in the field of communications: individual Members of Congress.

Forget for a moment that the Congress—as a body—has the primary functions of legislating and investigating. Rather, think of Congress as a group of individuals, each elected to office and probably seeking re-election, each sensitive to the vagaries of public opinion and—equally important—each an influential man in some area.

Every Congressman is a molder of opinion for a certain public. This public may be only 300,000 people who elected him to the House of

♦ Mr. Cowen, formerly Press Secretary to a Member of Congress, is now with Publications and Reports, Office of the Secretary, Department of Health Education and Welfare, Washington, D. C.

Representatives. It may be all the people of a state who elected him to the Senate. He may even mold opinion throughout the nation or the world. Or his primary influence may be in a subject, rather than a geographic area. The Chairman of the Foreign Relations Committee, for example, is a thunderer in the world of diplomacy.

In addition their positions as leaders of opinion, Congressmen have at their disposal facilities which are available to no other people in America. Many of these facilities lend themselves to public relations endeavors.

The task before the public relations practitioner is, first, to identify the public that he wants to reach and, second, to find a Member of Congress who is highly considered among that body of opinion. If a Congressman feels that the public relations message will show his constituents that he is performing a valid service to them or to the nation at large, he often will be very happy to join the mutual project. Let's see how it is done.

Constituents

Your message can equal the needs of a Congressman when an appropriate constituent visits Washington.

Recently, a national association of food stores brought a large group of employees into the Nation's Capital as an award for setting high sales records. While the local citizens were in Washington, the association arranged to have each employee pose for a picture with his Congressman congratulating him. These pictures went back to hometown newspapers showing that the Congressmen were going out of their way to recognize outstanding local citizens, a duty that legislators will always perform and will frequently seek out. The picture also delivered the message of the food association.

This technique is applicable even in less elaborate projects. Often an organization will send company executives to Washington for various business reasons. If the same people do not arrive too often they can suggest that their Congressmen pose for pictures.

Experienced photographers in Washington know that there is a choice spot on the steps of the Capitol where Congressmen and constituents can pose to best advantage to get a magnificent background of the Capitol dome. In the several years that I was on a Congressional staff, we shot scores of pictures in the "constituents' corner" at the instigation of the Congressman. They rarely failed to get into print.

Both the Democratic and Republican Congressional Campaign Committees in the Capitol will make picture arrangements for the Congressman of their respective political faiths. These Committees know how important it is for Congressmen to be photographed with constituents. The Republican group, usually having a larger budget, will provide all picture services free, and will even make mats for distribution to weekly newspapers.

Products

Your message can equal the need of a Congressman when a product has some relationship to his constituency. If a product is produced, processed, or packaged in a local area, the Congressman frequently promotes its sale even to the point of distributing samples to his colleagues.

In the past few years, Members of Congress have received flowers from practically every state in the Union, neckties, cigars, strawberries, apples, and countless travel folders—all from other Congressmen who were proud of their home-grown products.

Sam Rayburn, Speaker of the House and a Representative from Texas, was photographed recently carting a sack of Texas onions off a truck and the picture appeared in newspapers throughout the country.

When the General Foods Corporation wanted to promote a new powdered milkshake, they received the assistance of a Wisconsin Senator and a New York Representative, both representing milk-producing states. The Congressmen invited a group of Washington children to a milkshake-drinking party in the Senate Dining Room and news photographers had a field day with human interest pictures. Both General Foods and the Congressmen were pleased with the results.

Some may wonder if it is quite proper to approach a Congressman with a request to help promote a product. The Congressman himself is the best judge of the propriety of any such project. In many instances the Congressmen contact company officials and urge the promotion on them, rather than vice-versa.

The foregoing have been general public relations projects which depended chiefly on the fact that Congressmen attract news coverage just because they are Congressmen. However, there are several specialized facilities which are reserved exclusively for the use of Congressmen and which are adaptable to public relations techniques.

Exclusive Outlets

One of the finest radio-television-motion picture installations in Washington is in the Capitol. The Joint Senate and House Recording Facility is run by a team of professional technicians who operate five studios exclusively for Members of Congress. The Congressmen produce "public service" features on a weekly or monthly basis by prior arrangement with one or more commercial stations.

The format is usually simple. The Congressman sometimes discusses current Federal legislation, sometimes developments in other areas of the Federal Government, or any other subjects he thinks will interest his constituents. He has the same major problem as the producer of any regular show: how to keep things from getting dull. Therefore, the producer-Congressman is in the market for guests.

The same criteria apply as mentioned above. Guests can be constituents, people associated with a product which is important to the Congressman's district, or some one of interest to the subject area with which the Congressman deals in his Congressional Committee.

People who appear as guests find the shows valuable because their message acquires the prestige of official Washington and goes to a selected audience in association with a man who is highly regarded by the public watching the performance.

Another exclusive facility of your elected legislators is the *Congressional Record*.

The *Record* is a transcript of the proceedings and debates in the Congress. Attached to each issue is an *Appendix* which embodies the great volume of unspoken items which Members desire to have included in the *Record*.

The mere appearance of an item in the *Record* has limited public relations impact, since it is read chiefly by other Congressmen, scholars, and lobbyists. However, items excerpted and reprinted from the *Record* have potentialities.

Congressmen frequently insert in the *Appendix* a speech by a company executive, a letter, or a newspaper editorial. Any written material is eligible if it is not overly long. After publication, the Congressman can pay for the item to be reprinted onto good quality, letter-size sheets.

In the upper left corner of the reprint appears the waiver: "Not printed at Government expense." The masthead in heavy gothic type reads: "Congressional Record." Alongside is the Great Seal of the United

States. Below that appears the Congressman's name and then the item inserted into the *Record*.

The costs of reprinting are low. Since the material was set in type for printing in the *Record*, the Public Printer charges the Congressman only the costs of reprinting. An item that uses both sides of one sheet costs about \$36 for the first thousand copies and \$4.50 for each additional thousand. Each sheet is accompanied by a franked envelope, which eliminates the needs for stamps.

Appearing as they do with the imprimatur of the Congress, reprints from the *Record* are prestige pieces of great value. They are used very widely to bring the name of a Congressman to the attention of various publics whom he might otherwise not be able to reach. A Congressman usually welcomes suggestions and frequently will help outside organizations draft material which he feels is suitable for the *Congressional Record*. After the material is reprinted the Congressman will address or ask others to address the envelopes so the material reaches people most interested in the subject.

An Example

One example should suffice. The Congressman I worked for was a member of the Foreign Affairs Committee and learned from the State Department that the Cinerama Corporation had helped the United States score a diplomatic victory. Cinerama had contributed all the equipment and personnel necessary to show "This Is Cinerama" at an international trade fair in the Near East. This three-dimensional story of America made a spectacular impact on the people attending the fair—so much so that militia had to be called out to control the crowds which came to see the movie.

The Congressman felt this was a legitimate story of private enterprise making a major contribution to United States diplomacy, and he inserted the story into the *Congressional Record*. The reprints were used widely. We distributed them to people who we knew would be interested and then asked Cinerama to send some copies to people who we would not normally have access to: theater operators throughout our state. Many wrote us letters of thanks for calling attention to a public service aspect of the motion picture industry. Cinerama, for its part, distributed copies to people they wanted to reach and then made a huge lobby blow-up for display at each opening of the motion picture. As in many comparable instances, this was done at the initiative of the Congressman, rather than

the outside organization. But it can easily be done the other way around as long as the Congressman sees that he has a legitimate interest in the project.

Other Facilities

Press galleries within the capitol play host to some 1,200 newspaper, periodical, radio and television correspondents and photographers—the largest organized press corps in the world. The correspondents are particularly interested in the legislators from their own areas—so much so that stories released simultaneously in Washington and in a local area often will be more thoroughly covered by the Washington bureau than by the city desk.

The Library of Congress is one of the great depository and research institutions of America. Many of its facilities are open to the public and its staff is frequently willing to help in scholarly work on almost any subject. The public relations profession, with its current trend toward better documentation and more careful research, would find the Library a valuable ally on many projects. Members of Congress with a legitimate interest in a subject can direct the staff of the Legislative Reference Service to do research papers, some of which will rival a doctoral thesis in completeness and originality.

Newsletters are published by about half the 531 Members of both Houses. They are usually one-sheet “house organs” through which the Congressmen report regularly to their constituents. The content varies with the wide range of interests of the Members of Congress. While their circulation is usually limited to a few thousand copies, newsletters go to an audience which holds the Congressman in high regard. If a subject is of interest to the Congressman and not convenient for use on radio-television or in the *Congressional Record*, he may mention it in his newsletter. Many Washington correspondents read these newsletters for the very reason of their limited circulation and they use the information for tips toward good feature stories.

Flags are popular everywhere, but in the Congress, they have an added appeal. For a fee, to cover the cost of the flag and handling, the Architect of the Capitol will provide a flag which he certifies has flown over the U. S. Capitol. Congressmen frequently will provide such flags for the opening of a plant, a store, or a veterans’ clubhouse in their Congressional District. It makes an impressive subject for a photograph at the

ceremony and the Architect's certification can be mounted for permanent display. Requesting a flag is often the first step in getting the Congressman himself to appear at such a ceremony.

Consultants

While most Congressmen will join appropriate public relations projects, few of them have taken the next logical step of engaging public relations consultants—except for election campaigns.

The main obstacle to full-time counseling is the problem of costs. Examples of public relations projects cited above fell into two categories: 1) where the cost was negligible or borne by some one other than the Congressman, or 2) where facilities (like the recording studios, *Congressional Record* and franking privilege) were provided for the legislative arm of the Government.

To engage people to perform skilled services a Congressman receives a "clerk-hire" allowance as an adjunct to his own salary. While the amount of money is usually adequate to pay staff help, it comes from the Treasurer of the United States and therefore recipients of this money are limited by law to being on only one Congressional payroll at any one time. This prevents a public relations practitioner from being a consultant to more than one legislator unless he can find Members of Congress who have adequate private means to dip into their own pockets. A few Members will do that. When I was on a Congressional staff I worked at different times with PR consultants who were valuable to the Congressman who engaged them. But this is the exception rather than the rule.

Public relations counseling will become part of the regular Congressional scene only if Congressmen will amend the law to permit themselves freer use of their staff payrolls.

In the meanwhile the public relations profession has got to develop many of the potentialities in the Congress which exist today.

Many of America's best Congressmen do a better job of legislating for the nation than they do of communicating with their own people. And they know it. They are often neglected by the Washington news wire bureaus which are too busy with major national and international stories. They are often overlooked by the Capitol press galleries because of the sheer number of Congressmen which the Washington correspondents have to cover. And they are forever plagued by outright indifference on the part of their electorate. These are not academic problems to politicians. The problems are the bone and sinew of remaining in public office.

Public relations practitioners have similar problems and a great deal of experience in dealing with them. They also have their own jobs to do. When the public relations man and the Congressman can find areas of mutual interest they can join their talents and jointly do a better job of communicating with the American people. ●



TRIPLET BILLS PROPOSE PENSION PLAN FOR SELF-EMPLOYED PRACTITIONERS

Three identical bills now before Congress—HR 9, 10 and 760 have direct interest for every self-employed public relations practitioner. Known as the Jenkins-Keogh Bill, these propose a form of tax exemption to enable the self-employed to put aside a specified portion of his income towards retirement.

This would take the form of a tax deferral on up to 10% of the individual's annual net earnings from self-employment, but not more than \$5,000 for any one year. These funds would be retirement deposits paid into an insurance Restricted Retirement Policy or a savings Restricted Retirement Fund. Mechanics for both of these are spelled out in the bills.

The total amount paid into the fund and exempted from taxation could not exceed 20 times the maximum annual deduction. At retirement age of 65, the individual would have the choice of taking out the full amount saved, or having that amount paid over a period of time.

For example, a public relations counsel of 45 earning an annual net of \$15,000 would be entitled to put aside, tax deferred, \$1500 per year for 20 years, a total of \$30,000. At 65, he could withdraw that amount, plus interest, in a lump sum, pay only a tax computed as though the amount had come in over a five-year period. As an alternative, he could have the \$30,000 allotted in regular payments over a period of time, paying taxes on these payments as they came in.

For further details, contact American Thrift Assembly, 1025 Connecticut Avenue, N. W., Washington 6, D. C. ATA has been recently formed to help the bill become law and is sponsored by the American Bar, Medical, Dental and other associations representing the self-employed.



Add PR Associations:

The Public Relations Institute of New Zealand, Inc.
% Public Relations Office
General Post Office
Wellington C.I., New Zealand

Philippine Public Relations Society
Manila, Philippines

(See "How Many Public Relations Associations Are There?" pr Oct. 1955)

COMMUNITY RELATIONS

CASE STUDY . . .

Bridgeport Brass Tames a White Elephant

By ALAN SCOTT ♦

THE president of General Motors, H. H. Curtice, once said, "There is no magic formula for success in building good relations with people in any community. It is a matter of good conduct in what you do and say."

Many an industry management has learned that a healthy business needs more than customers and satisfied employees. No company is so self-sufficient that it can afford a poor standing in its own community in these days of growing public scrutiny of corporate conscience. If a company or an industry is to survive in a healthy, prosperous state it must have an actively favorable public opinion in the area in which it exists.

The kind of program that enables a company to obtain good community relations is one built on good will secured by acts of good will. A mere publicity campaign may capture public attention and favorable reaction momentarily but it cannot endure long. Good acts are the first element of a successful community relations program; then these acts must be made known to the community.

The actions of the Bridgeport Brass Company when it moved into Adrian, Michigan, exemplify the basics of good community relations. The American Public Relations Association recognized this when Bridgeport Brass was given a citation "for the skillfully developed and executed program which established it as a good citizen in the town of Adrian, Michigan." The winning of the Certificate of Achievement in 1956 was a more notable accomplishment when one analyses the effort that earned the citation.

♦ Alan Scott, professor of journalism, the University of Texas, reviews here the community relations program of the Bridgeport Brass Co. in Adrian, Michigan. The company was awarded a certificate of achievement for this effort by the American Public Relations Association last year.

Bridgeport Brass was invited (along with other firms) by the Air Material Command to submit a proposal for taking over the operations of a "giant aluminum plant" in Adrian. As Bridgeport Brass had been considering entering the aluminum field it was decided to look into the proposition.

Research was an important factor in reaching a decision and the city and people of Adrian were probed from many angles—production, sales, finance, labor, and as a community in which Bridgeport could grow and prosper.

The PR Diagnosis

It was soon apparent that relations with the public would be a major obstacle to any company coming into Adrian to operate the idle plant, for this city was scarred with plant closures due to management-labor squabbles, inadequate attention to public relations, and little, if any, community relations on the part of previous plant owners.

Harold B. Dow, Bridgeport's public relations executive, was handed the ball. Working through the Adrian Chamber of Commerce, Dow set up a dinner meeting for sixty of Adrian's leading professional, educational, and business citizens. The program devised for the reopening of the plant by Bridgeport Brass was presented by Mr. Dow to these 60 people. (At the same time other Bridgeport Brass executives were presenting the proposed operational plan to the Air Material Command in Dayton, and the Department of Defense in Washington.)

At his meeting, Dow invited a representative group of Adrianites to visit Bridgeport, Connecticut—at the company's expense. In the group that accepted was the manager of radio station WABJ who took along his tape recorder and asked a lot of Bridgeport citizens some pretty pertinent questions concerning Bridgeport Brass as a community neighbor.

Back in Adrian the taped interviews were broadcast, and excerpts were printed by local newspapers. The people of Bridgeport gave the company some glowing recommendations and these testimonials undoubtedly helped pave the way for Bridgeport in Adrian. (The writer could not determine whether this phase of the pre-opening activities was instigated by Mr. Dow, or whether the manager of WABJ was alert to some interesting broadcast possibilities.)

The White Elephant Label

Skipping over other aspects of the work toward the objective, Bridgeport Brass was selected to operate the Adrian plant. Announcing the news,

one Detroit newspaper headlined the story, "Steinkraus Takes Over White Elephant." Herman W. Steinkraus is president of Bridgeport Brass.

Seizing a public relations opportunity, Steinkraus and Dow parlayed the white elephant theme into reams of publicity, and used it as the basis for many promotion events. Addressing the Adrian Chamber of Commerce the day after the Detroit headline appeared, President Steinkraus declared, "I predict it won't be long, if we all work together, before we will see this 'elephant' turned from a sickly white to a healthy pink."

The following morning when he spoke to twenty-one supervisors who had worked for the former management, Mr. Steinkraus suggested that a "White Elephant Club" be organized to include all employees. The club was formed and played an important part in the community relations activities of Bridgeport Brass.

Ninety-eight days from the time the company took over the plant, despite some labor difficulties, shipments of aluminum rolled off the assembly line.

In the first months of operation two things happened. Each employee was made a member of the "White Elephant Club," and a small group within the union local was causing a disturbance among the employees. In an atmosphere of tension, the first meeting of the White Elephant Club was held—carefully planned to be an evening of fun. Based on a circus theme, Steinkraus was the "ringmaster," Dow the "barker," and several prominent citizens not associated with the company were recruited as "pitchmen." As one worker put it, "When Herman blew his whistle all hell broke loose!"

Special "white elephant" music was composed for the evening's community singing; the 250 workers present battled for balloons containing two and five dollar bills; and entertainment made it an evening of congeniality. The party was a huge success but the seething among the workers was dispelled for this one night only.

Split Among the Workers

Two factions within the local formed battle lines. One believed in Bridgeport Brass and were willing to accept a modified labor agreement; the other clung to the idea that management was just like previous owners—unfair and dishonest.

The break came when local union leaders called a meeting for the purpose of "whipping Bridgeport into line." Calling for the terms of an old contract (unacceptable to Bridgeport Brass) or strike, the leaders got their

vote. But for the first time in union history it was far from unanimous.

Mr. Dow went to the mayor of Adrian and indicated the matter of labor peace was the concern of the citizens and not merely another fight between a union local and one plant. The matter, said Dow, was one of community responsibility because Bridgeport Brass had come to Adrian in good faith and was spending millions of dollars in the area.

On the advice of the mayor, who stated he could not do anything personally, Dow went to the Council of Churches, headed by an energetic Episcopalian minister. This minister was aware of the seriousness of the situation and through the Council of Churches arranged an open meeting to which everyone who wished to attend was invited.

More than 1500 Adrian citizens filled the local armory to capacity to hear spokesmen from both labor and company. Questions were permitted from the floor and there were many of them. Mr. Steinkraus, in answer to a question, said, "They tell me that unless we accept the union contract of the former plant operator with no basic changes we shall be faced with a strike. We have an 88-year no-strike record, but I tell you under these terms, if our company is to have its first strike, now is the time and Adrian is the place." This statement drew sustained applause from those present.

A Contract Is Signed

It was this attitude that brought about mediation and shortly after the meeting in the armory a fair and workable 18-month contract was signed in an atmosphere of mutual responsibility and respect. Before the first year of operation was completed the company had the most stable employment record in the area.

The White Elephant Club continued to meet. The second meeting was again "for fun," and was held in the same armory in which the Council of Churches had held its meeting. Governor G. Mennen Williams was the principal speaker. Not long afterwards the Club met at the plant on a strictly business basis. Employees attended on their regular shifts and received pay for the time spent at the meeting called to hear management tell about the sizeable losses which had been piling up.

The meeting was successful and output at the plant rose steadily until, within 10 months, the plant was operating in the black. Mr. Steinkraus had promised workers that "the first month Adrian showed a profit there would be a bangup celebration." Almost a year to the day after the business meeting of the White Elephant Club, 800 employees were taken to Detroit for a day on the company.

First stop was Briggs Stadium where the workers saw a major league baseball game. In the evening the party moved to a popular night club where Governor Williams again was the featured guest.

The climax of the evening was the painting of a life size elephant cast in plastic white. Everyone present—all 800 of them—had a hand in dabbing pink paint on the giant pachyderm, and today it stands in the reception room of the Adrian plant as a symbol of what management can do with intelligently conceived and carried through community relations.

What PR Accomplished

In approximately 15 months, union, management, and the community turned a "white elephant"—a plant that had failed under four previous peacetime operators—into a thriving, profitable, secure enterprise in which thousands of Adrian citizens feel they have a vital interest. Bridgeport Brass, through its efforts in this Michigan city, is growing steadily as an aluminum producer, both for the Air Force and commercial users.

By-product of the community effort discussed above was considerable national publicity for the company. *Forbes* magazine reported the story under the head, "How to Handle Elephants," and illustrated the article with a picture of Mr. Steinkraus, and one of the club painting the elephant pink. *Time* magazine gave a column of its Business department to Bridgeport Brass and its handling of elephants. All wire services carried the story and it got play in many of the nation's newspapers.

Financial note: When the company's lease on the Adrian plant expires (in 1958) Mr. Steinkraus hopes to buy the plant outright. What better testimonial to the success of a community public relations effort? ●



THE VILLAIN IN THE PIECE

"He is the arch-enemy of conformity, dedicated to honesty and really sincere—'sincerity'—not the sort you get from the empty speeches of these public relations experts who confront us in these days of the 'big picture.'"

—JAMES O'NEILL, JR., *Film Critic*
Washington Daily News

"Mr. Chase offers no recipe for 'thinking big.' He simply wants people to think. Maybe that's too much to expect—and maybe as a result of his hard-headed realism, he'll never be interviewed by Martha Dean—but he does succeed in discrediting the public relations pabulum with which politicians, progressive educators, and Madison Avenue experts have been spoon-feeding America for too many years."

—Book Review by JAMES M. BLACK
The Management Review

scanning

THE PROFESSIONAL JOURNALS

Each quarter Dr. Donald W. Krime! selects items from professional journals in the social sciences which have implications for the public relations field.—Ed.

PUBLIC OPINION RESEARCH

Occasionally a professional journal publishes an issue so potentially significant to the public relations practitioner that it should be made a permanent addition to his office library. The latest example is *The Public Opinion Quarterly*, Vol. XXI, No. 1 (Spring, 1957), an anniversary issue devoted to 20 years of public opinion research. A sampling from its contents (the issue contains 18 articles of direct importance to public relations practitioners) appears below.

D.W.K.

PUBLIC RELATIONS LEARNS TO USE RESEARCH

STEPHEN E. FITZGERALD, Stephen Fitzgerald and Company, N. Y.

Despite the title, the gist of this story might be construed to be that public relations, has, in effect and in relationship to its opportunities, *not* learned to use research. Fitzgerald writes: "Practitioners of public relations are beginning to catch on to the uses of opinion and attitude research. But the sad truth is that we in the public relations field have thus far learned to use research tools in a rather half-hearted and sometimes inept fashion. . . . Consequently it could be argued that a substantial number of the policy decisions being made on public relations questions are sometimes little more than skillful guesses."

THE CLIENT OVER THE YEARS

ELMO ROPER

Roper describes two, and possibly three, stages in the development of the relationship between the professional research organization and the client, a relationship in which the public relations practitioner often plays a major part. The writer says that "in the early days of marketing research, most of the relationships we had were characterized by most of these elements:

1. The relationship was at the very top of the client company.
2. Top management was more sold on the usefulness of the tool than middle management.
3. Complete confidence existed between client and consultant.
4. The consultant was 'taken in' to the real problems of the business, and all research was done with action in mind."

In a "second stage," some client-relationships remained as before, but in other cases marketing research departments were set up and the close relationship between research specialist and top management was lost. In this period, "competitive bidding" became popular, according to Roper. He deplores the practice. With price based on "cost per interview" there began "the great game of inventing research gimmicks which were intended to get around the cost hurdle."

Roper believes that currently the swing may be back to the "first-stage" system, with the provision, in the developing client-relationship, that the research firm will not do any work for the client's competitors, and that the client will tell all to the research consultant.

TWO DECADES OF OPINION STUDY

WILLIAM ALBIG, University of Illinois

Sociologist Albigh concentrates upon a matter of imposing long-range significance to the social sciences and thus to public relations: the patterns of philosophy, of habit, and of personnel development in social science research.

"Most research studies have avoided broad generalizations; skillful syntheses have been rare. . . . Ingenious and imaginative forays into minutiae have not been paralleled by imaginative and skillful generalizations, and by elaboration of theories concerning the broader processes of opinion formation and change . . .

"To use the current fashionable language of our social sciences, it might be said that the young men who have turned to the study of public opinion in the past decade have been 'other directed.' Noting that prestige has normally accrued to those pre-eminent in quantitative communications research and devoted to often crude empiricism, they have sought to achieve status by adhering to standards prevalent in their peer groups. Broad theory or generalization thus appeared as intrusive noise . . ."

"The problem is one of habits of mind and patterns of work. The fruitful, seminal mind . . . is not bound by the neat outlines of the discrete research design to which one turns at nine o'clock in the morning . . ."

THE TWO-STEP FLOW OF COMMUNICATION: AN UP-TO-DATE REPORT ON AN HYPOTHESIS

ELIHU KATZ, University of Chicago

The author reviews four studies related to the idea that influences stemming from the mass media first reach "opinion leaders" who, in turn, "pass on what they read and hear to those of their every-day associates for whom they are influential."

Among Katz' conclusions: "In every case, influentials have been found to be more exposed to . . . points of contact with the outside world (than those they lead). Nevertheless, it is also true that, despite their greater exposure to the media, most opinion leaders are primarily affected not by the communication media but by still other people."

... THE TREND TOWARD VISUAL VITALITY

by EDWARD M. GOTTSHALL ♦

WHEN confronted by one of today's "modern" layouts, the PR counselor may ask himself, "Must readability be sacrificed for attention value?"

With greater emphasis on the visual, many old standards of typographic rules, layout and style are being modified. The net effect of all this is a split into two opposing directions—more freshness, visual vitality, and attention-getting power on one hand, and a seeming sacrifice in readability on the other. The visual professionals—art directors and typographers—are having their skills severely tested in combining maximum attention value with a minimum loss in readability.

PR practitioners are well aware that in considering these factors today's designer *must combine in one piece* such seemingly incompatible elements as speed, power, omniability, and taste.

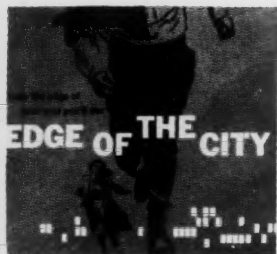
Speed: The ad, promotion piece, display, package, TV spot, must communicate fast. Competition for the reader's or viewer's eye and time insist that the piece have such impact and clarity as to stop the reader and make its key point simultaneously. *Speed* is an essential of communication today.

Power is another must. Power is an ingredient of speed: it is the element that gets the point across even though the reader is merely flipping pages while watching TV. Not so long ago power meant blatancy. With some exceptions, sheer blatancy today is not the rule.

Omniability is an expression of the versatility of the design—its ability to be used repeatedly, as visual theme and variation, through an entire campaign, in a wide variety of media. It implies a visual individuality making for rapid identification.

Taste is the element that puts the designer on the spot. Today's consumer is credited with having, or at least wanting to have, more and better taste

♦Edward M. Gottshall is editor of *Art Direction*, official publication of the National Society of Art Directors.



All caps type in a jumpy line ties in with the shapes and pattern formed by the "windows" across the bottom of the illustration. Designed by Saul Bass.



Forward of the back... Luchella of Florence... TISH-U-KNIT

Tricky type handling with mirrorwise letters integrates with illustration to reinforce main point of the message. Designed by Art Kane at Irving Serwer.

many long accepted notions and "rules" will undergo scrutiny and modification.

Today's economic atmosphere is characterized by high levels of employment, income, and buying power. There is a strong potential market for luxuries and the selling of luxuries is an increasing part of our problem. This is an era of great productivity. Despite strong buying power and demand, supply is even greater, resulting in much competitive selling. Combine these last two facts and you have companies heavily competing to sell consumers things they don't absolutely need. And, on top of all this, PR messages are competing for attention. Thus the designer is part of a team whose job it is to manufacture obsolescence, to make a product that is still functional, that can still be used perfectly well, seem outdated or outmoded and literally appear obsolete.

Today's consumer has an increasing amount of leisure time. This fact combines with an ability to afford luxuries to permit the consumer also the luxury of good taste. There is, consequently, more emphasis on taste and on appearance in product design. Often the appearance of an article is more important as a sales stimulus than its function. Of importance to the PR counselor is the fact that this



Process color dropout. Bob Gage at Doyle Dane Bernbach let the process halftone run into the dropout of his large type headline spreading the interest and color of the picture right into the headline.



Even price can be sold in style—Magee carpet ad by Onofrio Paccione of Grey Advertising . . . contrast in size relationships of people to carpet and pennies provide visual effectiveness without visual offensiveness.

or stockholders annual report, or a speaker's flip-chart. An extreme example of this trend is the New York *Daily News* station poster campaign which has no type matter.

5. To get more speed in messages that must convince and sell, copy blocks are becoming shorter, more sharply written and aimed. Greater use of white space not only improves appearance but tells the reader, in effect, "Oh, go on and read it, it will only take a second or so." The reader is thus visually lured two ways—by making the message so attractive and exciting that he will want to read all of it, and by making it seem easy and fast and painless to read.

6. New devices, including new uses of colors in type, are being employed to boost readership and readability and get emphasis where it is wanted.

7. There is a current swing toward combined institutional and fast-sell in one ad. We prefer the term "fast-sell" to "hard-sell" because the former implies the speed characteristic of 1957 communication without the blatancy associated with former eras of intensive selling. Management is increasingly aware of the public relations aspect of advertising in that the ad must not only sell goods today, but tomorrow as well. To do so

requires a visual continuity and individuality. Some successful examples of this approach are the use of the "A" by Acrilan, the use of the shape of the merchandising tag by Avisco, Hathaway's eye-patch, Dunbar's furniture in outdoor settings.

What is the visual communications trend?

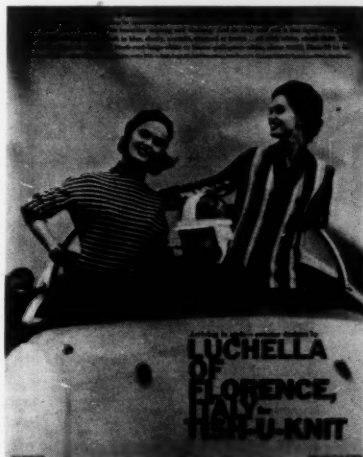
1. The mood of much advertising is changing which is also reflected in public relations messages. There is some swing toward more entertainment mixed with selling and "convincing" to lure and hold reader's attention.

2. Selling is more emotional, less dry. As West Coast designer Walter Landor says, our problem is "To reach the heartstrings that release the pursestrings."

3. Ads are being aimed for stronger appeal for narrower portions of the market. A tremendous lesson in this regard is the experience of Piel's beer. For all their smartness and appeal to a sophisticated audience, Harry and Bert Piel are definitely offensive, or at least silly, to much of the market. This fact is recognized in some of the commercials where the brothers discuss their own offensiveness. But their success is based not on how many people view or "note" them, but on how much of the market reacts strongly



Multicolor type adds vitality to what otherwise would be "just another" fashion ad. Lines at bottom of ad are set, top to bottom, in blue, black, grey, red and green. By Art Kane at Irving Serwer.



Type swatches—Bob Farber, Irving Serwer, uses red, blue, green and black in the large-type signature not only to add visual vitality to the ad but to reimpress the sweater colors.

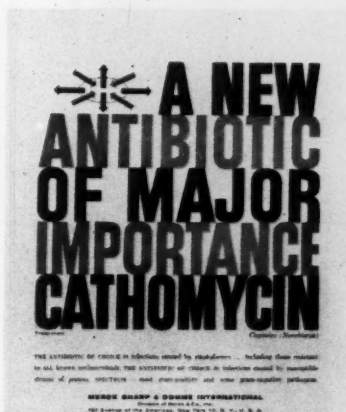
technique is suddenly spreading into space advertising, employee manuals, and even house organs.

Where does this lead us typographically?

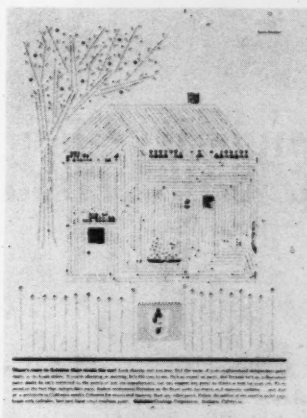
There is a quiet revolution going on. Old rules are being reconsidered by many brash new minds. Most of these rules relate to readability of copy. Their eternal soundness, now being challenged, is based on the seemingly unanswerable argument that if it's written it must be read. If it isn't necessary to read it, it shouldn't have been written. If it must be read, it must be readable . . . but sometimes it is necessary to compromise readability of a text block to build readership.

Translating this viewpoint into actual practice, here are some of the devices being used by many of today's designers which may be of practical value to the PR practitioner:

1. Leading—the very name leading means the inserting of leads between slugs or lines of type to space out the lines to improve readability. The larger the type, in general, the more leading was deemed necessary. A liberalized interpretation of this thinking today recognizes that the basic purpose is to avoid visual confusion or optical blending of the lines, and that this objective can

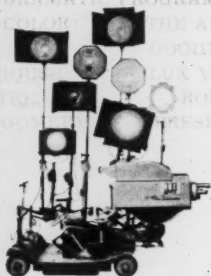


The "leading" is in the tinting of alternate lines. Mel Richman Studios prepared this for Merck, Sharp & Dohme.

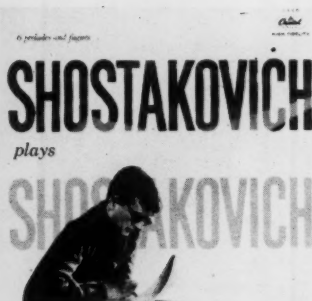


Sheer design with type, this ad for Gelvatex Coatings features house and tree made up of lines of red, blue and black type which lists dealers handling the Gelvatex line. Type is small, set vertically, but overall ad packs much intrigue. Designed by Louis Danziger.

FROM NOW ON YOU CAN ENJOY
 EVERY PERFORMANCE OF ALL
 THESE NBC HOUR LONG NIGHT-
 TIME DRAMATIC PROGRAMS IN
 FULL COLOR. THE ALCOA
 HALL OF FAME 100 YEAR
 PLAYBOY THE VIDEO
 THEMES FROM THE
 MONTE CARLO PRESENTS



Large text type, all caps, printed in blue . . .
 type and illustrations integrate into a unit.



Here's a switch—the halftone is b/w, the
 top display line, "Shostakovich", is
 multicolored—yellow, red, purple, grey.
 Designed by Jerome Gould.

be achieved with lines not only set solid but actually butted against each other. One way is to use different colors for each line or alternate lines. In a black and white ad, different grey tones can serve to separate the lines.

2. All caps copy is generally considered less than ideal for readability, yet there is currently a swing toward all caps headlines and display copy. Here the designer uses all caps to integrate the type into his overall design and knowingly sacrifices a certain amount of readability to achieve a net gain via increased reader appeal of the whole ad. This is obviously a calculated risk.

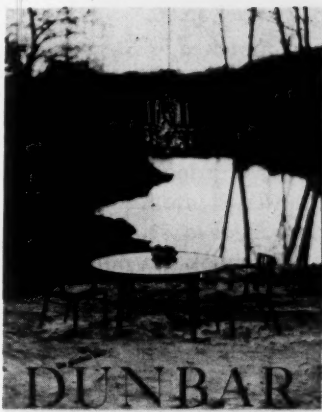
3. Don't set type ragged left. This rule is based on the assumption the eye needs a reference point to return to so that it doesn't repeat or skip lines. Violation of this rule is also a calculated risk, but is often done to integrate the type matter with the illustration and provide a more pleasing whole. Keeping such lines short, or use of leading or color devices may keep readability high, yet permit the use of a free form text unit.

4. Surprinting of type on grey or colored backgrounds is also risky business. Yet we see more and more of it. Why? Is it to achieve greater integration of all ad ele-

ments? Instead of the concept of an ad consisting of heading, picture, text, and signature, we may be moving toward full integration. Many ads have no heading as such. In many the type is fully integrated with the illustration. Surprinting is one element in this move toward integration of elements.

5. The too-long line. The rules say the ideal line length is 40 characters, give or take a few. But many ads, and editorial pages, show lines with 80 to 160 characters or more. Excess leading and other devices are employed to help the reader, but a check of art directors using these long lines finds that they are aware that some readability will be sacrificed but they are doing it deliberately: to keep the type from competing with the illustration, to integrate with overall design, or for a reason specific to the ad at hand.

All of this makes the point that it is no longer necessary to pull out *all* the stops to assure maximum readability, particularly if so doing reduces readership, overall appeal, and lure. ●



The unusual situation—a highly effective way to build attention value, power, remembrance value without bombast. For Dunbar by Alvin Chereskin, Hockaday Associates.



In Philadelphia Nearly Everyone Reads The Bulletin

—contrary to the figures listed in the April issue ("The State of Public Relations in Philadelphia"), in which the daily circulation of the *Bulletin* was given as 597,000 instead of 709,441 and the Sunday circulations as 709,400 instead of 723,743.

BOOK REVIEWS



PUBLIC RELATIONS IDEAS IN ACTION

By ALLEN H. CENTER, McGraw-Hill Book Company, New York. 1957.
327 pages. \$5.00.

Reviewed by Stephan K. Galpin
Public Issues Analyst
General Electric Company

"The idea," said Walter Pater, "exists only by virtue of the form." And the basic principles of public relations are of little but academic value until translated into form or action. So there is need for a book like *Public Relations Ideas in Action*.

This book is a potpourri of public relations ideas translated into programs for action. More than a hundred contributors have served up some 500 ideas which, the implication is, have all been valuable in achieving public relations objectives. Some of these ideas seem little more than gimmicks. But as Editor and Compiler Allen H. Center correctly says, "Most of the case material here is fundamental in the sense that it will bear modification for differing communities, budgets and types of enterprise."

Mr. Center stays in the background of his book. He is uncritical of the "ideas in action" he has assembled. This, perhaps, is unfortunate, for he is a successful veteran in the field and his judgments would be welcome. However, more likely he was wise in suppressing his own judgments of the ideas. Neither he nor anyone could logically presume to assess, in a particular context, the value to the Lion's Club of the Bronx of its annual award to the "Outstanding Citizen of the Bronx" and the Quaker Oats Company of its national Dog Hero award program, and to 498 other organizations the value of their ideas.

The diversity of ideas in Mr. Center's potpourri is enormous. They range from a Junior Chamber of Commerce program to rid Columbus, Ohio, of rats, to the Kellogg Company's waitress contest to promote cereal sales, and to Bausch & Lomb Optical Co.'s program to give the lie to Dorothy Parker's jingle that:

*"Men seldom make passes
At girls who wear glasses."*

As in every idea presented, the implication is that it was a good one, and that it worked. For instance, one can only conclude from the Bausch & Lomb recital that men nowadays are losing all control when faced with girls who wear glasses. Perhaps they are.

In at least one instance, though, subsequent events have shown that the public relations idea, however good, wasn't good enough to achieve the objective. The New York Trap Rock Corporation, the book relates, toured Hudson River towns with a "Riverama" on a barge to illustrate the need for a quarry expansion that the local populace was resisting. The idea may have been fine. But the day this reviewer was reading about it, he also read, in the *New York Times*, an article headlined "Long Zone Fight Lost by Quarry."

Overall, Mr. Center's book has great value. Its chief message, derived from all the ideas it presents, is that public relations is a management tool. Almost every idea, if not every one, is concerned with forwarding the fundamental objective of the business or community involved, rather than merely ingratiating the enterprise with the public.

The work is well organized—into five parts and 16 chapters—to assist the public relations man, whether amateur or professional, in finding ideas appropriate to solving his problem. And even if he can't find just the idea he needs, the book should still have the value of broadening his perspective and helping him develop by himself an idea that will work.

Finally, it's worthy of note that "Public Relations Ideas in Action," like so many other useful books, is valuable only to the extent it is taken off the shelf and examined. The businessman with a problem and in need of an idea to solve it, may well find it in Mr. Center's book—but only if he looks within.

THE HIDDEN PERSUADERS

By VANCE PACKARD, *David McKay Company, Inc., New York. 275 pages.*
\$4.00

*Reviewed by Al Hackl, President,
Colortone Press, Washington D. C.*

This book has some of the sensationalism one might find in *Confidential* magazine.

Mr. Packard raises serious questions on the morality of the use of the social sciences in public relations, marketing, and advertising. The impli-

cation is that high crimes against society are being committed every day by the successful public relations and marketing expert. As he puts it, (the voter) "more and more is treated like Pavlov's conditioned dog." With an accusing finger, Mr. Packard points at public relations experts "who have been indoctrinating themselves in the lore of psychiatry and the social sciences in order to increase their skill at 'engineering' our consent to their propositions . . ."

If it were not for remarks like this and facetious chapter titles such as "Babes in Consumerland," "The Psychoseduction of Children," "The Engineered Yes," "Care and Feeding of Positive Thinkers," "The Packaged Soul?" . . . one might think that this is a book of success stories on motivation research.

Mr. Packard apparently has never heard of, nor read the Codes of Ethics of the American Public Relations Association and the Public Relations Society of America. The author appears to be equally ignorant of the work of the Better Business Bureaus throughout the country and the effort on the part of all leading trade associations who (with varying success) encourage and demand of their members a high sense of social responsibility to their customers, employees, and stockholders. However, some additional good may come of it if the professional PR organizations were to set up special committees to draw up appropriate codes governing the use of the social sciences in the public relations practice. If one is able to survive about 200 pages of disparaging rhetoric, the reader may find that a few case histories do furnish a birdseye view of the practical application of Thematic Apperception Tests, Szondi tests and just plain psychiatry employed to solve public relations and marketing problems.

SCHOOL PUBLIC RELATIONS

By LESLIE W. KINDRED, *Prentice-Hall, New York, 1957. 554 pages, \$6.00.*

*Reviewed by S. M. Vinocour,
Washington Manager,
Executive Development Services*

Mr. Kindred obviously had intended to write a comprehensive, thorough analysis of, and operations manual for, the conduct of the school's public relations with its special publics. Chiefly, it suffers from the obvious fact that it has been written by an educator, who, although enjoying high academic status, (Professor of Education at Temple University) does not seem to have been engaged ever in the actual PR arena. More aptly, this

book should have been titled "Public Relations for School Principals"—since the major benefit of the book is the set of instructions to public school principals on how to deal with the community public.

It is unfortunate that there are no comprehensive case studies incorporated in the text, and that there are few technique examples cited or illustrated.

On the other hand, anyone having the responsibility for school public relations should find the text exceptionally useful as a basic introduction to his problems and how to cope with them in the strategic sense. Particularly helpful is a very comprehensive, annotated bibliography, through which the tactical information can be more readily secured.

PR IN THE PERIODICALS

"Public Relations — The Invisible Sell" by Robert L. Heilbroner, *Harper's Magazine*, June 1957, page 23.



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BADGES

**FOR CONVENTIONS
AND MEETINGS**

Sticks easily to any garment, without harm.
No pins.
Printed in any color with emblem or trade mark.

Does away with old-style celluloid holders, pins and buttons. Goes on easy . . . comes off easy. Many styles, uses, high in praise. Used at Sales Meetings, conventions, picnics, PR Convention, many corporations, clubs, schools, etc. You will love this name plate badge. Send today for

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pr *Quarterly review of Public Relations*

1010 VERMONT AVE., N.W., WASHINGTON, D. C.



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national clipping service by
using a bureau with one
office — where there is no
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THE SMART WAY TO BUY PUBLIC RELATIONS*

A Philadelphia organization that needed to tell its story decided recently to try a public relations program.

Every local agency believed potentially able to handle the work was invited to make presentations — which they did, and most skillfully.

Our presentation was factual . . . No mishmash, no moonlight and roses, no politics . . . Just the straight story of proved abilities and performance.

We got the contract.

We're eager to tell *you* our story on the same competitive basis — because that obviously is the wisest way for anybody to purchase public relations and publicity that will increase acceptance of products or services or both.

THE

John LaCorda

AGENCY INC

1500 WALNUT ST., PHILADELPHIA 2, PA.

*This is an advertisement which we repeat from time to time as the circumstances merit.

AT LAST—

*The very first professional
personnel service in the country
for public relations executives.*

EDWIN B. STERN

11 West 42nd Street, New York

P.S. Yes, legally an employment agency but on a management consultant level

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Put your best foot forward when you send out photo reproductions of your product—use famous Pavelle black-and-white reproductions! Finest quality ever seen yet because of Exclusive high-speed processing equipment and skilled technicians they cost no more than ordinary photos!

100—8x10" glossy prints—\$ 8.95
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1000—8x10" glossy prints—\$65.00
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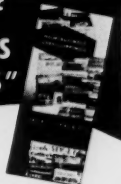
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3356 complete listings for business, farms and consumer magazines. Editor-coded.

Sturdy, spiral-bound fabricoid. 6½" x 9¼", 288 pp.
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Participants John Draddock, Artist
John F. Dale, Advertising-Production

For the Promotion Committee Lithographers National Assn.

Chairman L. Evans President R. H. H.

CHAIRMAN

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